

## WARREN COUNTY BOARD OF SUPERVISORS

**COMMITTEE:**     **HEALTH SERVICES** (*PRESENTATIONS REGARDING PRIVATIZATION OF WESTMOUNT HEALTH FACILITY*)

**DATE:**           **MARCH 18, 2013**

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**COMMITTEE MEMBERS PRESENT:**

SUPERVISORS SOKOL  
                  CONOVER  
                  FRASIER  
                  TAYLOR  
                  MCDEVITT

**OTHERS PRESENT:**

BETSY HENKEL, COMPTROLLER FOR WESTMOUNT HEALTH FACILITY  
KEVIN B. GERAGHTY, CHAIRMAN OF THE BOARD  
PAUL DUSEK, COUNTY ADMINISTRATOR  
MARTIN AUFFREDOU, COUNTY ATTORNEY  
JOAN SADY, CLERK OF THE BOARD  
FRANK E. THOMAS, BUDGET OFFICER

SUPERVISORS BENTLEY  
                  MASON  
                  MERLINO  
                  MONTESI  
                  STRAINER  
                  WESTCOTT  
                  WOOD

REPRESENTING FORT HUDSON HEALTH SYSTEM:

ANDREW CRUIKSHANK, CHIEF EXECUTIVE OFFICER  
JACK COBURN, CHIEF FINANCIAL OFFICER  
GRETCHEN STEFFAN, VICE PRESIDENT OF THE BOARD OF DIRECTORS  
NEIL ROBERTS, SECRETARY OF THE BOARD OF DIRECTORS

REPRESENTING LTC MIDWEST WC, LLC

MOSHE STEINBERG, PRINCIPAL PARTNER, LTC MIDWEST WC, LLC  
RICHARD SULLIVAN, ATTORNEY, HARRIS BEACH LAW FIRM, PLLC

REPRESENTING CENTERS FOR SPECIALTY CARE GROUP

KENNETH ROZENBERG, CHIEF EXECUTIVE OFFICER  
JEREMY STRAUSS, EXECUTIVE DIRECTOR  
JEFFERY SICKLICK, DIRECTOR OF OPERATIONS  
BRUCE GENDRON, REGIONAL CORPORATE ADMINISTRATOR

DON LEHMAN, *THE POST STAR*

THOM RANDALL, *ADIRONDACK JOURNAL*

CHARLENE DIRESTA, SR. LEGISLATIVE OFFICE SPECIALIST

*FOR ALL OTHERS PRESENT, PLEASE SEE ATTACHED SIGN-IN SHEET*

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Mr. Sokol called the meeting of the Health Services Committee to order at 9:02 a.m.

Motion was made by Mr. Taylor, seconded by Mrs. Frasier and carried unanimously to approve the minutes of the previous Committee meeting, subject to correction by the Clerk of the Board.

Copies of the agenda were distributed to the Committee members; *a copy of same is on file with the minutes.*

Mr. Sokol stated the purpose of the meeting was to review presentations for the privatization of Westmount Health Facility from: Fort Hudson Health System; LTC Midwest WC, LLC; and the Centers for Specialty Care Group. He said the first presenter would be Fort Hudson Health System and he remarked there was no particular order to the presentations. He commented negotiations would not be included in today's agenda and reminded the Committee members that the matter could be discussed further at the March 22, 2013 Health Services Committee meeting. He requested

that in the interest of fairness, each company be able to present their proposal without the other two companies present. Paul Dusek, County Administrator, explained this request was in order to ensure that no party would have an advantage over the others.

Mr. Dusek stated the agenda listed the award standards for the RFP (Request for Proposal) which included being the most responsive to the criteria of the RFP and in the best interest of Warren County, the residents of the Facility and the residents of the County. He reviewed the award criteria as outlined on the agenda. He stated the RFP had required continuation of the operation of the 80-bed nursing home and no proposal which did not include plans to continue operation was considered. He reiterated the Committee would review the proposals today and a decision would be made at a later date.

Privilege of the floor was extended to Andrew Cruikshank, Chief Executive Officer of Fort Hudson Health System, who distributed folders with informational sheets to the Committee members; *a copy of the folder is on file with the minutes.*

Mr. Cruikshank thanked the Committee members for the opportunity to submit a proposal and he introduced himself and the representatives from Fort Hudson Health Systems, as follows: Jack Coburn, Chief Financial Officer; Gretchen Steffan, Vice President of the Board of Directors; and Neil Roberts, Secretary of the Board of Directors.

Mr. Cruikshank reviewed the contents of the folder which included: an agenda; a proposal summary; a list of the 2013 Board of Directors; an organizational chart for the acquisition of Westmount Health Facility; and brochures of the current programs offered by Fort Hudson Health Systems. He explained Fort Hudson Health System was a not-for-profit organization which had been established 43 years ago. He noted Fort Hudson had begun as an 80-bed nursing home and had an emphasis on diversification and integration. He stated the Rehabilitation Program was an active and dynamic program which had been in existence for several years. He pointed out Fort Hudson had two units dedicated to Alzheimer's and Dementia Care. Another program, he continued, was Respite Care which served seniors in the community. He commented the Medical Adult Day Care Program was licensed under the nursing facility and had been in existence for about 22 years. Mr. Cruikshank explained The Oaks at Fort Hudson was market rate senior housing which had been in place for about 13 years and offered additional long term care services. He stated Fort Hudson's most dynamic and diversified program was the Home Care Program which was a licensed home care service agency with a Social Adult Day Care component. He expounded Fort Hudson was the only nursing home model in the area with a Medical Adult Day Care Program and a Social Adult Day Care Program operating side by side, integrating and serving similar populations over the full spectrum of physical and cognitive needs and taking all kinds of financial payers. Mr. Cruikshank stated the Fort Hudson Health System Board of Directors was comprised of 14 civic minded community leaders who provided strategic guidance and oversight. Mr. Cruikshank stated Westmount Health Facility and Warren County fit into the existing strategic priorities of Fort Hudson Health System which included strengthening the long term care network. He outlined the intention to provide multiple levels of services to seniors from home care to a skilled nursing facility.

Mr. Cruikshank said Fort Hudson Health System had over 40 years of experience providing long term care services to seniors and the Fort Hudson skilled nursing facility was the largest in the area with 196 beds. He said the average percentage of occupancy in New York State was approximately 95% and for Fort Hudson Health System the percentage of occupancy was 99.6%. He explained that within the skilled nursing facility there was a Rehabilitation Program, a Respite Care Program, specific dementia care units and an Adult Day Care Program. He commented the Administration,

Board of Directors and Department Managers of Fort Hudson had a wealth of long term care experience. He noted the average Department Manager had over 20 years of experience within the facility. Mr. Cruikshank stated that in 2012 Fort Hudson Health System had completed over 140,000 hours of home care services and they anticipated completing over 170,000 hours in 2013.

Mr. Cruikshank opined it was crucial to understand the local area in order to provide long term care services to seniors. He added Fort Hudson Health System covered all of Warren County to the border of Essex County. He stated a large percentage of the clients, residents and employees of Fort Hudson Health System were Warren County residents. He mentioned there were approximately 426 employees at Fort Hudson and the turnover rate was 50% to 75% lower than the industry standard. He stated the facility had not used Agency Nurses for a single shift in the last three years. He pointed out the facility had 120 employees who were part of a collective bargaining unit and the wages and benefits were competitive.

Mr. Cruikshank stated the County's RFP had specific expectations and Fort Hudson Health System had the experience, capacity and proven ability to meet those expectations. He expressed Fort Hudson Health System's intention to continue operation of the 80-bed facility. He added he did not envision the expansion of the facility and did not believe the New York State Department of Health (NYS DOH) would approve any expansions at this time. Mr. Cruikshank advised the RFP had requested a provision of care for individuals on Medicaid and Medicare and he noted Medicaid was the largest payer at both Westmount Health Facility and Fort Hudson. He added a nursing facility could not be in business if it did not have Medicaid and Medicare as the main payers. He expounded that Fort Hudson had dedicated itself to taking in residents which other facilities often would turn away. He pointed out the Alzheimer's and Dementia Care Units were dedicated to the care of the most challenging patients. He added Fort Hudson routinely admitted patients from other nursing facilities who could not handle the patients needs. He stated Fort Hudson's high degree of stability and low turnover rate would provide balance, assurance and confidence to the existing employees of Westmount Health Facility. He said any employee of Westmount Health Facility at the date of transition would become an employee of Fort Hudson Health System. He opined Fort Hudson was in a unique position, due to close proximity, to ensure an easy transition for the residents and family members of Westmount Health Facility. In reference to job creation, Mr. Cruikshank advised he could not name a specific number of jobs which would be created at Westmount Health Facility due to a number of variables; however, he continued, Fort Hudson Health Network had added over 100 jobs in the last four years.

Mr. Cruikshank advised there were areas of Westmount Health Facility which Fort Hudson Health System would want to put time and effort into and the first was the Facility itself. He added the areas of clinical efficiency and capacity would also be improved. He noted Fort Hudson was currently evaluating clinical services, such as dialysis services, bariatric care, intensive wound therapy, behavioral disturbance care and post acute transitional care. He stated Fort Hudson was at capacity as far as programs and they saw Westmount Health Facility as ideally situated to work well with some of the clinical capacity programs. He said Fort Hudson had adopted a concentrated clinical electronic medical records system and 90% of their medical records were electronic. He added they would invest in the same technology at Westmount Health Facility because it would improve the quality and efficiency of services. He reported Fort Hudson's intention to expand services into assisted living and housing with services and said the Westmount Health Facility campus would fit nicely with those plans. He said Fort Hudson would make every effort to make the transition of leadership go smoothly.

In conclusion, Mr. Cruikshank mentioned Fort Hudson Health System had the commitment to the local community, the experience and the public accountability necessary to take over operations of Westmount Health Facility. He added Fort Hudson Health System was mission centered to improve and expand upon necessary services for the benefit of the region's seniors.

Mr. Taylor commented that Mr. Cruikshank did not highlight the efficiencies Fort Hudson Health System would have due to the close proximity to Westmount Health Facility. Mr. Cruikshank responded Fort Hudson saw an opportunity to bring resources to Westmount Health Facility which were not currently in place. He said the two facilities utilized the same rehabilitation program and had a corporate compliance officer and administrative support. He expounded there were operational efficiencies to be gained in not having redundant administrative services.

Mr. McDevitt stated he was impressed with the stability of the workforce of Fort Hudson, as well as their ability to employ local residents versus contracted employees. He expressed his hope that the decision made by the County would result in the public believing it had been a good decision. He stated Fort Hudson's Alzheimer's Unit and their willingness to deal with difficult patients was refreshing. Mr. Cruikshank replied he understood the concern of how the decision would be judged in the future. He said this was a great opportunity to see Westmount Health Facility be developed with an improved access to quality care by people who understood the area.

Ms. Steffan stated that as Vice Chairman of the Board of Directors, she had been included in the decision making process as to whether or not Fort Hudson Health System was interested in acquiring Westmount Health Facility. She said the Board of Directors represented the larger business community and each member had a different specialty. She advised her specialty was human resources and informed she had a Masters Degree in Human Resources and was President of the Adirondack Human Resources Organization. She opined organizations were just collections of people and the people had a lot to do with the conscience of the organization. She said she was proud to be a member of the Fort Hudson Health System Board of Directors and she was proud of the work done at the facility. Ms. Steffan commented that the health of an organization was based on its turnover rate which was low at Fort Hudson. She stated Fort Hudson had a very strong leadership team that was focused on a common purpose. She advised Fort Hudson set high expectations of performance for employees and evaluated performance on a regular basis. Lastly, Ms. Steffan endorsed Fort Hudson by saying she couldn't think of a better facility for her 90 year old mother if she required skilled nursing care in the future.

Mr. Roberts informed he had been employed in the long term care field since 1973 and retired as the Chief Executive Officer of a nursing home ten years prior. He said he had been pleased with the opportunity to serve as a member of the Fort Hudson Health System Board of Directors. He commented the organization was very progressive. He opined recent changes in health care had made it almost impossible for government to operate a nursing home. He stated Fort Hudson Health System had built a transitional system which was better suited to the recent changes.

Mr. Sokol thanked the representatives of Fort Hudson Health System for a thorough presentation and asked the Committee members if there were any further questions.

This concluded the Fort Hudson Health System presentation at 9:58 a.m. and following a short break, the LTC Midwest WC, LLC presentation commenced at 10:10 a.m.

Privilege of the floor was extended to Richard Sullivan, of Harris Beach Law Firm, PLLC, who explained he was the attorney for the group of experienced long term care professionals and skilled nursing home operators that had formed LTC Midwest WC, LLC.

Mr. Sullivan explained the Harris Beach Law Firm, PLLC was based in Buffalo, New York and had offices in Rochester, Saratoga Springs and Albany, New York. He introduced Moshe Steinberg, Principal Partner of LTC Midwest WC, LLC. Mr. Sullivan stated LTC Midwest WC, LLC was proposing to engage in an immediate receivership agreement with Warren County. He added he was currently involved in other receivership agreements with three counties in the Buffalo area. He explained the receivership agreement would allow LTC Midwest WC, LLC to assume operation of Westmount Health Facility while the sale was pending. He added they would also assume any profits or losses from the date of receivership. Mr. Sullivan pointed out the proposal of \$3.5 million included the undeveloped real estate on the Westmount Health Facility campus.

Mr. Steinberg gave a Power Point Presentation to the Committee members; *a copy of which is on file with the minutes*. He explained LTC Midwest WC, LLC was a company being formed by experienced nursing home professionals. He said they were focused on resident care and community. He expressed that rehabilitation services were very important to the community and the nursing home and all of their facilities utilized an expert rehabilitation team and operated seven days a week. He noted they offered physical therapy, occupational therapy, speech therapy, orthotics, prosthetics, etc. He added they ensured the use of state-of-the-art therapy equipment and they upgraded equipment as needed.

Mr. Steinberg commented LTC Midwest WC, LLC offered highly successful wound care programs and focused on many types of acuities. He opined that wound care was often neglected in nursing homes; however, he added, they included frequent visits from doctors and nurses who specialized in wound care. He advised of state-of-the-art wound dressings and surfaces and the use of an iPad based wound tracking system. Mr. Steinberg informed that LTC Midwest WC, LLC specialized in bariatric care, TPN (Total Parenteral Nutrition), IV antibiotics, tracheotomy care, vent care and Alzheimer's Programs.

Mr. Steinberg mentioned LTC Midwest WC, LLC would retain all of the current Westmount Health Facility staff and would maintain a relationship with the Union. He added they would offer existing staff opportunities for advancement and to further their education through interest free loans.

Mr. Steinberg informed that although LTC Midwest WC, LLC was a newly formed company, the Partners of the company had a combined experience of over 75 years in operating skilled nursing homes. He said the Partners had operated nursing homes throughout New York State which maintained quality health care and were financially stable. He reported several cases where they had turned the facilities from a poor reputation in care and financial ruins into a well respected health care facility. He listed several facilities which had been acquired by the group.

Regarding the proposal, Mr. Steinberg stated LTC Midwest WC, LLC had proposed a price of \$3.5 million to be paid in cash at closing with \$200,000 being placed into escrow at the signing of the contract. He added the proposal included assuming the operation of Westmount Health Facility through a receivership agreement which would immediately relieve Warren County of any losses or expenses. He noted this portion of the proposal would allow the group to begin implementing improvements at the Facility. Mr. Steinberg expounded the offer of \$3.5 million included the 28 acres of undeveloped land which they valued at \$800,000 and if only the 8 acre parcel containing the nursing home was available for sale, then their total offer would be \$2.7 million. He apprised LTC



Midwest WC, LLC would consider expanding the Facility based on community and financial success. He pointed out the 28 acres of undeveloped land would be ideal for the addition of an Adult Day Care Program, the construction of an Assisted Living Facility and one to two bedroom patio apartments for seniors.

Mr. McDevitt asked if there was a dollar value per bed for the purchase of nursing homes and Mr. Steinberg replied affirmatively. Mr. Steinberg clarified the dollar value per bed changed considerably based on the area and factors, such as Medicare and Medicaid rates for the facility. He said in New York State the dollar value per bed ranged from \$30,000 to \$100,000 and in Upstate New York the range was \$30,000 to \$50,000. Mr. Steinberg noted an 80-bed facility was on the low end and Mr. McDevitt asked if a facility with 160 beds would be optimal. Mr. Steinberg responded the size of the facility was determined by whether or not the area could support the size.

Mr. Taylor commented LTC Midwest WC, LLC had been created in order to purchase Westmount Health Facility and he asked if the Facility would be a standalone facility or part of a larger network. Mr. Steinberg responded the Facility would be a standalone facility which was managed by a larger company. Mr. Sullivan interjected Westmount Health Facility would be a separate legal entity.

Mr. Dusek asked if LTC Midwest WC, LLC owned any facilities north of Albany and Mr. Steinberg replied in the negative. Mr. Dusek asked the anticipated dates of receivership and closing and Mr. Steinberg replied the receivership would commence once a contract was signed. Mr. Steinberg added closing on a nursing home could take 6 to 18 months to complete due to required licenses and approvals. He continued by saying two to three months would be necessary prior to signing the contract in order to complete due diligence. Mr. Sullivan commented there would be two contracts: one for the receivership and one for the purchase of the facility. Mr. Steinberg stated the receivership was not a necessary piece of the proposal. He added LTC Midwest WC, LLC would like to purchase the facility through a receivership, if the County was amenable to that option.

This concluded the LTC Midwest WC, LLC presentation at 10:40 a.m. and following a short break, the Centers for Specialty Care Group presentation commenced at 10:53 a.m.

Privilege of the floor was extended to Kenneth Rozenberg, Chief Executive Officer of the Centers for Specialty Care Group, who introduced himself and Jeremy Strauss, Executive Director; Jeffery Sicklick, Director of Operations; and Bruce Gendron, Regional Corporate Administrator.

Mr. Rozenberg informed the Centers for Specialty Care Group's relationship with the CSEA and experience in purchasing nursing homes from Fulton, Washington, Essex and Steuben Counties uniquely positioned them to transition Westmount Health Facility from County to private ownership. He noted no two counties were alike and asked Mr. Gendron to give the formal presentation.

Mr. Gendron gave a Power Point Presentation to the Committee members; *a copy of which is on file with the minutes*. He explained he was responsible for the Upstate New York nursing homes owned by the Centers for Specialty Care Group. He commented the members of the Group had all started in entry level jobs in nursing homes and noted he had begun his career as a CNA (Certified Nursing Assistant).

Mr. Gendron informed the Centers for Specialty Care Group consisted of 22 skilled nursing facilities; one licensed assisted living facility; one independent living facility; three licensed home care agencies; one certified home care agency; New York State's second largest ambulance company; seven medical model adult care centers; two social day care centers; a Federally contracted Access-

A-Ride company; and a Managed Long Term Care with a Medicare Plan pending with the Centers for Medicare and Medicaid Services. He apprised that although the organization was large, they operated in a hands-on manner.

Mr. Gendron displayed a map which showed the location of the Centers for Specialty Care Facilities in New York State and New Jersey; *a copy of the map is on file with the minutes*. He reiterated the Group was in the process of acquiring nursing homes from Essex, Fulton and Washington Counties and noted Warren County's Facility would fit nicely into their organization.

Mr. Gendron stated Mr. Rozenberg had begun as an employee in the first nursing home he purchased in 1996 which was a 77-bed facility in the Bronx. He said the growth of the Group had allowed them to attract expertise. Mr. Gendron mentioned the mission of the Centers for Specialty Care Group was to provide genuine care and comfort to their patients.

Mr. Gendron informed much of the Group's growth had been in the last three years due to many counties being faced with the decision to privatize their nursing homes. He apprised of the Group's level of expertise in receiving reimbursements from Medicare and Medicaid. He advised the Group's strategy involved identifying facilities in communities where there was a need and implementing new procedures to resolve the financial and operational deficiencies and provide high quality care. Mr. Gendron explained based on the paperwork submitted to the State, it appeared most nursing homes had residents which required little care. He further explained this was due to a lack of time or knowledge of the proper submission of paperwork resulting in a low Case Mix Index. He said few nursing homes took credit for all of the work completed, such as assisted toileting, assisted feeding, rehabilitation, wound care, ambulation, etc. He noted the Centers for Specialty Care Group had the necessary expertise to complete the required documentation and receive full reimbursements from Medicaid and Medicare.

Mr. Gendron apprised every Centers for Specialty Care Group nursing home had a full time physician on staff to ensure the highest level of immediate medical care. He added their doctors were all experts in long term care and understood clinical systems and NYS DOH (New York State Department of Health) regulations. He said each nursing home had a corporate clinical team comprised of therapists and nurses. Mr. Gendron reported the Group had 96 to 100 ambulances in the greater New York City area.

Mr. Gendron stated the Centers for Specialty Care Group had decided to expand to Upstate New York several years ago. He mentioned several homes built in the late 1960's to early 1970's which did not have the necessary financing to upgrade. He noted a lot of these homes were in need of capital and either had no fund balances or negative fund balances. He said the Centers for Specialty Care Group felt Westmount Health Facility would fit well into their existing business model.

Mr. Gendron displayed pictures of posters which were on display in the Group's skilled nursing facilities and he explained the InterAct Program which was intended to improve care and reduce transfers of patients back to the hospital. He stated the skilled nursing homes each offered a variety of activities and day trips to the residents. He pointed out all of the facilities had transport vans for both medical and recreational needs.

Mr. Gendron stated the Centers for Specialty Care Group had been selected by several counties for privatization of their nursing homes due to the depth of experience and knowledge they had to offer. He apprised the Centers for Specialty Care Group would retain the existing staff of Westmount Health Facility and would provide education and training, as well. He pointed out the willingness of

the Group to continue serving Medicare and Medicaid residents and he added the Groups's nursing homes had a census of approximately 75% to 80% Medicaid residents. He explained most of the nursing homes acquired by the Group did not possess the necessary knowledge for full Medicare and Medicaid reimbursements. He pointed out the current Case Mix Index for Westmount Health Facility was low and indicated the residents required a low level of care.

Mr. Gendron informed the Centers for Specialty Care Group scouted and hired the best talent possible for every department, as needed. He said they would identify clinical services which were missing or lacking and would implement new services, as needed. He expounded the Centers for Specialty Care Group was one of the top providers of bariatric care in New York State. He informed of one facility with a 30-bed bariatric care unit which cared for patients who were 600 to 1,000 pounds. Mr. Gendron stated the Group believed Westmount Health Facility could be a successful and viable facility. He gave a brief description of the Group's expertise in filing claims with HMO companies.

Mr. Gendron stated the Centers for Specialty Care Group completed renovations and upgrades on every nursing home they acquired. He said they prided themselves on customer service and had a Customer Service Representative on staff in every nursing home.

Mr. McDevitt questioned the transition from County-owned to privately owned with the Washington County's nursing home and asked if there had been any labor issues. Mr. Rozenberg replied the Pleasant Valley Nursing Home in Washington County had not yet undergone the transition process and he explained there were signed contracts for the purchase of both Washington and Essex Counties nursing homes but they were awaiting approval of the Certificates of Need. He noted the Fulton County nursing home had been the first to transition to private ownership in many years. Mr. Gendron advised the CSEA in Fulton County had made public statements opposing the privatization of the nursing home. He apprised they had called the CSEA following the privatization and had been able to work well with the private sector division of the CSEA. He advised the only setback had been that they had underestimated the number of County employees who would leave after the acquisition resulting in the need to hire Agency Nurses. He pointed out several employees left the nursing home to take other County positions due to being close to retirement or becoming vested in the retirement plan. He informed of one Nurse who returned to the facility after completing the necessary amount of time with the County to become vested in the retirement plan. He said they would take precautions to ensure adequate staffing levels when acquiring County-owned nursing homes in the future. Mr. Rozenberg said the Centers for Specialty Care Group had staffing model guidelines to determine the necessary staff needed based on the number of beds in a facility.

Mr. Taylor pointed out the Group had indicated they had the second largest ambulance company in New York State and he asked if ambulance services would be offered to Warren County residents and Mr. Rozenberg replied in the negative and added the Group was only licensed within the five boroughs of New York City. Mr. Rozenberg stated the Group would be happy to acquire a license for Warren County if one was available. He added they would be willing to offer any other health care services the County required.

Mr. Mason questioned the structure of the Centers for Specialty Care Group's proposal as it related to the undeveloped land and Chairman Geraghty pointed out the land had not been included in the proposal. Mr. Rozenberg responded that RFP's were often vague; however, he added, they would be willing to discuss the purchase of the additional land.



Mr. Dusek asked if there was a possibility of expanding the size of the nursing home and Mr. Rozenberg replied they would like to expand the size of the facility; however, he continued, the NYS DOH would need to approve any expansion plans. Mr. Dusek asked if the Centers for Specialty Care Group had experience with the continuum of care, such as assisted living and home care program. Mr. Rozenberg informed they had three home care agencies, one assisted living facility and one independent living facility. Mr. Dusek asked if any of those facilities were in Upstate New York and Mr. Rozenberg replied they were in Rockland County which was considered to be Upstate New York by the NYS DOH.

Mr. McDevitt asked if the Group had a determined per bed value for the potential purchase of nursing homes. Mr. Rozenberg stated there were 650 nursing homes in New York State with 650 different Medicaid rates. He advised that when they made an offer to purchase a facility, one of the determining factors for the offer amount was the Medicaid rate. He admitted Warren County's Medicaid rate was on the low end; however, he commented, they felt their offer was fair and was comparable to the amount paid for other similar nursing homes in the area.

Mr. Sokol thanked the representatives of the Centers for Specialty Care Group for the presentation and complimented them on an excellent job. He informed the Committee would meet on Friday, March 22, 2013 to further discuss the proposals.

Mr. Strauss commented most hospital gowns did not fit or close properly. He explained each facility of the Centers for Specialty Care Group presented new residents with a welcome bag containing a t-shirt and sweat pants with the facility's logo, as well as toiletries. Mr. Strauss explained the Group's admission process by saying the administration of the facility continued work until all admissions for the day had arrived. He added the kitchen stayed open, as well to ensure new arrivals received a hot meal. He noted each new admission was welcomed at the door and escorted to their room. He explained the welcome process included the welcome bag and tutorials on how everything in their room worked. He pointed out therapy services were available seven days a week which allowed new admissions to have a therapy evaluation shortly after arrival. Mr. Strauss stated the Group believed a call being answered timely was just as important as a medication being administered. He said they also believed the presentation of the food tray was just as important as the taste of the food.

As there was no further business to come before the Health Services Committee, on motion made by Mrs. Frasier and seconded by Mr. Taylor, Mr. Sokol adjourned the meeting at 11:57 a.m.

Respectfully submitted,  
Charlene DiResta, Sr. Legislative Office Specialist